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STRATEGIC PLAN

2009–2010

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2009–2010 Strategic Plan ABC Commission Background

Created in January 2001 by the Bend City Council

Accomplishments

- *Bend Beautification Awards* 2002–06
- Expanded to *Arts, Beautification & Culture Awards* 2007–present
- Commissioned art for *Bend Centennial* 2005
- Researched and developed list of drought tolerant and fire resistant plants suitable for the High Desert
- In collaboration with *Arts Central*, developed *1% for Art Ordinance* in 2007 for construction of City-owned buildings



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ABC Commission Mission

- **Provide advice and recommendations** on the appropriate role for the City of Bend to take in supporting art, beauty and culture
- **Annually identify** appropriate City involvement in arts, beauty and culture with emphasis on community gatherings, events, cultural tourism and the arts



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Mission Clarifying Definition

Art

- Visual, performing, literary

Beautification

- Beautification of the City's natural environment and public spaces
- Residential and commercial areas with public access

Culture

- Community heritage
- Historical evolution
- Diverse population
- Bend's unique quality of life including recreation, patterns of social activity and commerce, creative expression and aesthetics



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Commission Roles

Advisory

- Recommending direction to the City Council

Advocating Resource

- Promoting the inclusion of art, beautification and culture as a function of commerce, tourism and branding of Bend

Collaboration and Partnering Resource

- In support of art, beautification and culture

Recognition

- Individuals, businesses and organizations for their contributions to the arts, beautification and culture

Effectiveness

- Continue to assess and verify our strategies and programs to assure their overall effectiveness



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Values in Executing the Mission

Civic Focus

- Economic Development~
Businesses and cultural tourism
- Education~
Youth and the public
- Community Enrichment~
Bend— its future and history

Partnership

- Individuals and organizations that support arts, beautification and cultural activities of the City

Sense of Place

- As it relates to Bend's past, present and future



2009–2010 Strategic Plan

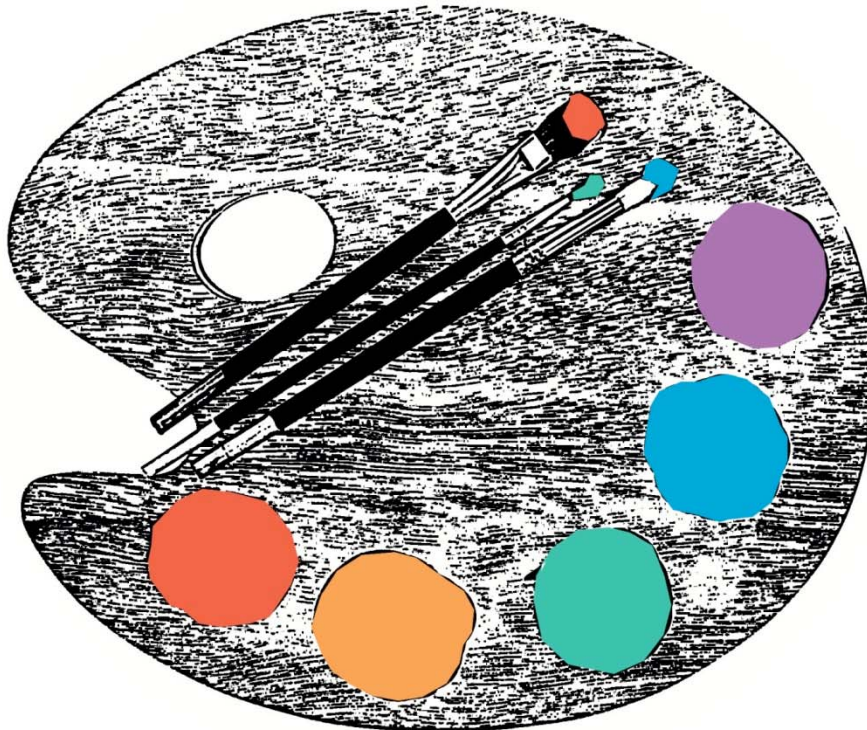
Arts Organization Relationship


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-  **ABC Commission**
Advisory to Bend City Council
-  **Arts Central**
Oregon Regional
Arts Council
1% for Art Ordinance
-  **Art in Public Places**
Private non-profit
Public art benefactor
Public site recommendations
-  **Art Match**
Art funding program
Promote matching opportunities
-  **Celebrate Bend**
Non-profit foundation for City
Fundraising channel



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2009–2010 Strategic Plan Planning Process

Interview Stakeholders

- Arts, beautification and culture communities
- Business community

Develop Strategic Plan

- Five planning sessions

Present to City Council

- July 1, 2009



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Stakeholder Survey

EXECUTIVE SUMMARY



2009–2010 Strategic Plan

Stakeholder Survey Participants

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- ▶ Pamela Hulse Andrews, *Cascade Publications, Inc., Oregon Cultural Trust Commission*
- ▶ Chuck Arnold, *Downtown Bend Business Association*
- ▶ Beth Basham, *Youth Choir of Central Oregon*
- ▶ David Bilyeu, Library Director, *Central Oregon Community College*
- ▶ Carolyn Brant, *Terpsichorean Dance Studio*
- ▶ Mark Capell, *Bend City Council*
- ▶ Chuck Chamberlain, *Sagebrushers Art Society*
- ▶ Patricia Clark, *Atelier 6000*
- ▶ Brad Emerson, Special Projects Manager, *City of Bend*
- ▶ Robin Gyorgyfalvy, *Bend 2030*
- ▶ Sandy Henderson, *Bend Film*
- ▶ Sue Hollern, *Art in Public Places*
- ▶ Don Horton, *Bend Metro Park and Recreation District*
- ▶ Linda S. Johnson, *Bend City Council*
- ▶ Eric King, City Manager, *City of Bend*
- ▶ Tim Casey, *Bend Chamber of Commerce*
- ▶ Travis Kokkeler, *Deschutes County Ballroom Dance Club*
- ▶ Doug La Placa, *Visit Bend*
- ▶ Roger Lee, *Economic Development Central Oregon*
- ▶ Lori and Lisa Lubbesmeyer, *Lubbesmeyer Studio and Gallery*
- ▶ Keith Null, *Kebanu Gallery*
- ▶ Kevin Gagnon, *Lahaina Gallery*
- ▶ Cate O'Hagan, *Arts Central*
- ▶ Rene Mitchell, *tbd Advertising*
- ▶ Paul Rheault, Public Works Director, *City of Bend*
- ▶ Darleen Rodgers, *Mirror Pond Gallery*
- ▶ Sally Russell, Board Member, *Tower Theatre*
- ▶ Karen Shepard, *Central Oregon Symphony*
- ▶ Jody Ward, *Art in Public Places*
- ▶ Ellen Waterston, *The Nature of Words*
- ▶ Barbara Winters and Peter Meyer, *Hardy Plant Garden Club*



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2009–2010 Strategic Plan Stakeholders Survey Executive Summary

Single most important piece of advice

- Clarify role and purpose
- Be inclusive and supportive
- Create a Strategic Plan

Expand successful features of the Commission

- Public art
- Recognition programs

Most people's vision for ABC Commission

- Business development
- Arts clearinghouse

Biggest opportunity for support in Bend's future

- Business development
- Performing arts venues
- Visual arts programs



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2009–2010 Strategic Plan Stakeholders Survey Executive Summary

Public Art Collection

- Maintain a mix of types of art and sites
- Sculpture and art with historical themes still popular
- Most popular sites for new public art
 - ~ Downtown
 - ~ Parks
 - ~ Great variety of other sites—not just roundabouts



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2009–2010 Strategic Plan Stakeholders Survey Executive Summary

A combination of funding sources

- Public/private partnerships most popular
- General fund/per capita support ruled out

Gain broad public support

- Present programs to public/stakeholders
- Promote *ABC Commission*
- Partnerships with *Arts Central* and *Bend 2030*



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2009–2010 Strategic Plan

8 Strategies

- 1. Art**
Sustain and capitalize on our public art collection
- 2. Beautification**
Collaborate with the community on beautification projects
- 3. Culture**
Develop and enhance citizens' awareness of cultural diversity and inclusion



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2009–2010 Strategic Plan

8 Strategies: General

General Strategies

4. **Contribute** to the unique character of our city
 - Advocate for arts, beautification and culture to increase economic vitality, the ability to attract tourists and the distinct image of the community
5. **Establish** a marketing strategy to support our mission
6. **Annually** recognize individuals, businesses and organizations that foster art, beautification and culture in the community
7. **Develop** successful partnerships to promote the arts, beautification and culture
8. **Provide** sustainable fundraising for the commission without impacting the City of Bend's budget



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STRATEGIC PLAN **STRATEGIES AND TACTICS**



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2009–2010 Strategic Plan

Art Strategies and Tactics

Sustain and capitalize on our public art collection to promote the City of Bend

- Curate the present collection
- Develop *Art Management Policy and Procedures*
- Promote collection to enhance cultural tourism
- Work with City to include ABC Commission in process of adding and retiring art
- Update list of potential locations annually
- Collaborate with *Art in Public Places* and *Arts Central*
- Look for opportunities to add to the City of Bend art collection



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2009–2010 Strategic Plan Beautification Strategies and Tactics

Collaborate with the community on beautification projects

- Work with Bend neighborhood associations and help identify efforts to maintain and beautify the city
- Identify public events and encourage youth, neighborhoods and ad hoc communities to engage in beautification and artistic expression
- Identify and inventory areas for beautification and keep list available for volunteer efforts and donations
- Establish collaboration with organizations involved with public spaces



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Culture Strategies and Tactics

Develop and enhance awareness of cultural diversity and inclusivity

- Promote cultural diversity
- Support efforts to promote the cultural history of Bend
- Develop partnerships with *Des Chutes Historical Society* and *Deschutes County Cultural Coalition* to advocate for cultural diversity programs and events



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2009–2010 Strategic Plan

Culture Strategies and Tactics

**Contribute to the unique character of our city,
its economic vitality, ability to attract tourists
and the distinctive image of the community**

- Research impact of the arts on economic development in Bend
- Advocate for arts, beautification and culture to increase the vitality of Bend



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General Strategies and Tactics

Establish a marketing strategy to support our mission

- Create a communications plan to increase public awareness of the Commission and our initiatives
- Clearly define means of access to the Commission by citizens, citizen groups and community organizations
- Report to City Council on plan progress and issues associated with all initiatives
- Provide an annual report to the community



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General Strategies and Tactics

Annually recognize individuals, businesses and organizations that foster art, beautification and culture in the community

- Continue to develop our *ABC Awards* to become awards of prestige
- Develop *City Wall at City Hall* to highlight local artists
- Develop partnerships with other organizations to leverage and promote annual *ABC Awards* for the winners



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General Strategies and Tactics

Develop successful partnerships to promote the arts, beautification and culture

- Advocate for the business development aspect of arts, beautification and culture
- Advocate for the presence of venues to support local artists and their mediums
- Collaborate with and support the performing arts community and the necessary venue(s) for staging their art



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General Strategies and Tactics

Partnerships will include:

*Visit Bend, Art in Public Places, Arts Central,
Bend 2030, Des Chutes Historic Society
and Deschutes County Cultural Coalition...*



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General Strategies and Tactics

Provide sustainable fundraising for the Commission without impacting the City of Bend's budget

- Identify opportunities to use the *Celebrate Bend Foundation* as a non-profit arm for the City of Bend
- Become a designated city Art Commission by the *Oregon State Art Commission*
- Look for grants to develop programs



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2009–2010 Strategic Plan Benefits for the City of Bend

- **Establishes the City's commitment** to the role of the arts, beautification and culture in building community and the vitality of our city
- **Provides strong community perspective** through experienced community volunteers who serve in an advisory capacity to the City Council regarding decisions on arts, beautification and culture
- **Lays the groundwork** for sustaining a great tangible asset...our *Public Art Collection*



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“The creative industries play a major role in building and sustaining economically vibrant communities, serve as magnets to attract businesses and their employees, and are the main reason for stimulating a marked increase in cultural tourism.”

U.S. Conference of Mayors ~ 2004 Annual Meeting



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